

Director of Training

26 May 1959

Chief, Management Staff

Management Staff Study of Special Services Branch,

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1. In response to your memorandum of 10 November 1958, this Staff has studied the workload in the Special Services Branch, [REDACTED]. In making this study, we have analyzed the character of the workload, its distribution, and some of the procedures in the Special Services Branch particularly as these factors bear on staffing requirements.

2. The attached report includes suggestions for possible future use, as well as recommendations for current action. To provide full basis for your consideration and/or action, the tabs to the report present in some detail relevant information developed during the study.

3. Action on the recommendations in this study, with the exception of a possible T/O change and the long range accounting changes in recommendation g, is within the responsibility of the Office of Training. Accordingly, this Staff will take no further action unless specifically requested by you.

4. Accounting for Staff Mess operations constitutes a significant portion of the work in the Special Services Branch. We are, therefore, sending information copies of the basic report, and of Tabs F and G, to the Audit Staff and to the Technical Accounting Staff, Office of the Comptroller.

Signed

Mgt/S: [REDACTED] :gmb (25 May 59)

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Distribution:

- Orig & 1 - D/TR (w/1 set att.)
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Director of Training

20 May 1959

Chief, Management Staff

Management Staff Study of Staffing Requirements
of the Special Services Branch, [REDACTED]

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Paragraph 5 of this study contains recommendations for your consideration.

1. PROBLEM:

To determine the staffing requirements of the Special Services Branch, [REDACTED]

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2. FACTS BEARING ON THE PROBLEM:

a. Duties

- (1) The proposed statement of mission and functions (Tab A) reflects the range of the duties presently being performed in the Special Services Branch. Some of these duties are routine; some require special skills and/or administrative ability.
- (2) In this connection, the following points seem worthy of particular comment:
 - (a) A significant part of work of the Branch Chief and the Assistant Branch Chief consists of arranging and carrying out recreation and welfare activities for Base residents and employees. (Tab H lists some of the present activities of this nature and their estimated OI costs to the Government.)
 - (b) Duties in connection with plane servicing and billeting are presently assigned to the one clerk typist in the Special Services Branch. These duties, together with the clerical and bookkeeping requirements, represent a workload larger than can be performed by a single employee.
 - (c) The shortage of clerical support results in the Branch Chief and the Assistant Branch Chief spending considerable time on routine clerical duties. (See Work Distribution Schedule, Tab D.)

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- (d) In addition to the processing of routine instrument and equipment changes with the telephone company, Special Services Branch makes arrangements for additions to permanent telephone equipment, based on contracts and technical requirements developed by the Public Works Branch.

b. Operating Problems

(1) Staffing and work distribution.

- (a) The time spent on recreational activities (paragraph 2, a, (2), (a) above) and on clerical duties has made it impossible for the Branch Chief and the Assistant Branch Chief to devote adequate time and effort to administrative duties and to the control of Staff Mess operations. 1/
- (b) Despite the use of supervisory time for clerical duties (paragraph 2, a, (2), (c) above), the clerical work is neither current nor complete. Bills are sometimes paid late; operating statements are issued a full month after the period they cover; perpetual inventories are not kept current. Clerical help has been sent to the Branch from Washington for TDY of a week at a time and some help has been given by [REDACTED]. This has helped, but has not been a full solution of the problem.
- (c) Some duplication of effort exists between Special Services Branch and Finance Branch in connection with accounting for Staff Mess activities. (See Tab F)

(2) Procedures

- (a) The Staff Mess accounting system (recently revised by Technical Accounting Staff, Office of the Comptroller) has been in use for only about six

1/ For example, it has not been possible for the Branch Chief to make consistently prompt and thorough analysis and follow-up of variations in the gross profit in the Recreation Halls. In the past five months these profit rates have varied widely, indicating either errors in accounting or problems in operations.

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months. In this time, some problems have been noted by the Special Services Branch; others were identified during the Management Staff study. Tab G lists several of these problems and suggests solutions for immediate or long-term use.

(b)

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3. DISCUSSION

a. Duties, Staffing and Work Distribution

- (1) A question might be raised as to the propriety of utilizing government time for the employee recreational activities described in Tab H. These activities may

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the guidance of a clear statement of policy showing how much of this type of activity it should perform.^{2/} Such a policy statement would make possible the maintenance of consistent practices when personnel changes occur and would eliminate possible misunderstandings between Headquarters and Base Administration. Any reduction in recreational duties would affect the workload of the Special Services Branch, the distribution

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- 2/ The Management Staff was unable to find a written statement of policy concerning the extent to which time paid for by appropriated funds is authorized for such activities.

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of work, and the staffing pattern. The proposed E/O (Tab B) is based on the assumption that these activities will not be materially reduced.

- (2) As already noted, the clerical workload of the Special Services Branch is too heavy for a single clerk/typist.^{1/} If an additional clerk position were added, work might be realigned as suggested in Tab C. Such a change should improve the performance of the Branch by freeing supervisory time for administrative duties and for the needed supervision of Staff Mess operations. (See the Comparison of Present and Proposed Work Distribution, Tab E.)
- (3) It is of special importance that the Branch Chief have adequate time to analyze operating statements promptly and to establish the cause of variations from standards. This follow-up is a key step in the avoidance of losses and possible theft.
- (4) Arrangements for construction of new physical facilities on the Base are the responsibility of the Public Works Branch. Coordination, planning and record-keeping requirements make it desirable that the Public Works Branch also make the arrangements with the Telephone Company for additions to permanent telephone equipment.

b. Procedures

- (1) As indicated in Tab G, some Staff Mess accounting procedures can be streamlined immediately. For example, the new expense payment system, described in Tab G, could begin promptly after receipt of new voucher checks. Savings from these improvements would not be large enough to avoid the need for additional clerical support. Other potential improvements, such as the consolidation of all Staff Mess accounting in the Special Services Branch, should be postponed until such time as the Special Services Branch is fully able to handle its present duties. The Technical Accounting Staff of the Comptroller's Office intends to make a study of the Staff Mess accounting system in about six months.^{2/}

^{1/} The clerical work must be kept current. The detailed clerical records are the basis of all accounting controls over Staff Mess operations.

^{2/} For discussion between Mr. [REDACTED] of Management Staff.

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At that time, Technical Accounting Staff will also review the possible consolidation of Staff Mess Accounting work in the Special Services Branch.

- (2) At the Management Staff's suggestion, Special Services Branch has begun to send copies of forms to Headquarters for review. It is probable that the Area Records Officer in the Office of Training and the Forms Control Branch of the Records Management Staff can help reduce the amount of reproduction work in the Special Services Branch by finding substitute standard forms. The




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4. CONCLUSION

The T/O of the Special Services Branch affords insufficient manpower to discharge efficiently all functions for which the Branch is presently responsible.

5. RECOMMENDATIONS

It is recommended that:

- a. The Director of Training and the Chief of Base,  review the present recreation activities of Special Services Branch and issue written statements of policy outlining the degree to which the Special Services Branch should participate in these activities at government expense. These statements should also furnish a definition of the types of special activities authorized.

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- b. The mission and functions of the Special Services Branch be clearly defined, taking into consideration any changes resulting from a above.

- (1) Tab A reflects the mission and functions of the Special Services Branch as they appear at present.

- c. If it is determined that all present recreation activities are to be continued, a new clerk position be established in the T/O of the Special Services Branch;^{1/} and that ceiling for the additional position be provided by the Office of Training.^{2/}

^{1/} Many of the duties of the new position, are now being performed by the incumbent of the clerk/typist position.

^{2/} The Base Commander does not consider it practicable to provide the required ceiling from other Base Support office activities.

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- d. The Chief of Base, [REDACTED], see that descriptions are prepared for each job in the Special Services Branch. ^{1/} 25X1A6b
- e. Special Services Branch make the improvements in Staff Mess and Recreation Hall accounting which are shown in Tab G as susceptible to immediate application. ^{2/}
- f. Special Services Branch continue to send two copies of each new form printed on the Base to the Area Records Officer, Office of Training for joint analysis with the Forms Control Branch, Records Management Staff.
- g. Special Services Branch discontinue, and Public Works Branch assume, all responsibility for contracts for permanent changes the direct contacting of the telephone company for such work.
- h. Technical Accounting Staff make the review of accounting, scheduled for completion by November 1959, and that Management Staff assist in individual procedure changes, such as the new expense check revision.

Signed

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Attachments: Tabs A thru H

Mgt/S: [REDACTED]:gmb (25 May 59)

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- 1/ Present job descriptions are obsolete. See proposed organization and alignment of functions (Tab C).
- 2/ The other changes discussed in Tab G should be reviewed by Technical Accounting Staff by November 1959. The TAS review should also cover the possible transfer of Staff Mess accounting to Special Services Branch, as discussed in Tab F.

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